

**From:** DUANE  
**To:** Microsoft ATR  
**Date:** 1/4/02 12:54pm  
**Subject:** Microsoft Settlement

I understand that a decision will be made in the near future regarding penalties that will be assessed against Microsoft. During my working career I spent 30 years in engineering and management at Boeing. We used IBM and Microsoft software to run our computers for all kinds of design, analysis and marketing activities. I am convinced that Microsoft provided the best software for many of our applications but we did use software from other companies for specific applications.

I urge you not to break up the company or force them to release code to other companies. If they are required to release source code it would be no different than Boeing being required to release the software they use to design their airplanes and spacecraft. Microsoft has invested a large share of their profits to develop new software and expand the capabilities of existing software programs. They do not pay dividends to their stockholders, they put it back into research and development.

It would not be fair to give companies software code that they could have developed themselves were they inclined to invest their profits in research and development. Microsoft did not become the largest software company by taking advantage of other companies, they became the largest because they had a great management team with a strong vision of what people wanted to do with personal computers.

I sincerely hope that your decision will take into consideration the millions of personal computer users who have benefitted from the investments Microsoft has made in their software programs. Software for our computers will become much more expensive and less robust if Microsoft is required to release source code for Windows and other software programs.

Anyone can make a difference,  
Everyone should try !!

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